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New Employee Welcoming Board



Goddard 101 Handbook

Created & maintained by new employees for new employees

We welcome your feedback! Please feel free to send any comments and/or suggestions about this ever-evolving version of the Goddard 101 handbook to
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Welcome to Goddard!

Purpose of the Handbook

Goddard 101 is designed to give you, a new or current employee at Goddard Space Flight Center (GSFC), quick access to information about the structure of NASA and GSFC, to broaden your understanding of the community and give you information for simple day-to-day issues that you may encounter at Goddard.

Rather than generating new information on important topics, this handbook unifies existing NASA generated information in a user-friendly format to make it easier for you to navigate through the initially unfamiliar waters of Goddard.

The Goddard 101 Handbook is designed and maintained by the New Employee Welcoming Board (NEWB) [pronounced newbie]. We hope to update the handbook on a yearly basis in order to keep the information up to date.

Again, welcome to the community!

We hope you enjoy your work and work life as much as we do!



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About the New Employee Welcoming Board (NEWB)

NEWB History

In December 2003, Alda Simpson, AETD Deputy Director and Dan Krieger, Special Assistant to the Director of AETD, brought a small group of new employees together. These new employees had come to Goddard as interns, co-ops or fresh-out hires and converted to civil servant status or were current co-ops. In the past, some of them had talked to Dan about the lack of structure for new employees to get together and meet one another; some of them wondered about how they could develop their career at Goddard. Alda Simpson was interested in defining such a structure.

The group met, first calling themselves the New Employee Committee (NEC). Although there were less than 10 members at that time, there were many exciting ideas centered on developing community among new employees with an informal, yet informative feel. From this, the acronym NEWB, New Employee Welcoming Board, emerged.

A posting on the GOBBS website and AETD-all mailing in early 2004 produced an enthusiastic response from new employees center wide. At the time of this draft, NEWB has a core group of members dedicated to the welcoming, informing and socializing of new employees at Goddard. Alda Simpson retired in March 2004 and passed the baton to Bruce Butterworth, Deputy Director of Development and Planning.

The NEWBies take pride in what they have accomplished. In the five short months that they have been together they have: developed a website for on-line interaction and meeting; written a handbook entitled [Goddard 101](#); developed a managerial checklist to aid in the pre-arrival, arrival and acclimation phases of the new employee (in use by AETD and to be implemented by OHR); had social gatherings at and outside of work.

Who does NEWB consider to be a new employee?

A new employee is a civil servant who has been at Goddard for five (5) years or less.

I am a new employee and I'd like to get involved with NEWB!

Wonderful! There are plenty of opportunities to get involved! Go to www.newb.gsfc.nasa.gov and find out how to request a login to our dynamic webpage newb.intranets.com. The dynamic webpage will allow you to link up to other new employees on center for professional and social events. It will also put you in touch for what we are doing.



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NEWB's Mission

To build community at Goddard among new employees.

and

To improve the work life of new employees at Goddard.

NEWB's Vision

- To be a wellspring of information to guide new employees through the numerous decisions they must make upon arrival, to assist in adapting to the challenges of a new work environment and the early stages of their careers at Goddard
- To foster opportunities for socializing and informal networking to encourage interconnectedness among new employees center wide
- To serve as a conduit at the branch and directorate level to disseminate new employee committee information
- To organize efforts with the Equal Opportunities Advisory Committees at Goddard to address needs specific to supporting new employees directly in these groups
- To serve as a meeting point (both virtually and tangibly) at which new employees can find one another and build community with each other



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1) An Introduction to NASA¹

The National Aeronautics and Space Administration (NASA) is the central civilian agency for the direction of the United States space program. NASA began its operation on October 1, 1958, as a result of the National Aeronautics and Space Act of 1958. Although NASA activities are integrated with other scientific and technological efforts, it is an independent organization with the primary mission being the peaceful exploration of space for the benefit of mankind.

Leadership of NASA

Sean O'Keefe – NASA's 10th Administrator
Frederick D. Gregory – NASA Deputy Administrator

1.1) NASA's Vision

Refer to the 2003 NASA Strategic Plan for more information
http://www.nasa.gov/pdf/1968main_strategi.pdf

To improve life here
To extend life to there
To find life beyond.

1.2) NASA's Mission Statement

Refer to the 2003 NASA Strategic Plan for more information
http://www.nasa.gov/pdf/1968main_strategi.pdf

To understand and protect our home planet,
To explore the universe and search for life,
To inspire the next generation of explorers,
... as only NASA can.

1.3) NASA Transformation

Refer to: http://www.nasa.gov/home/hqnews/2004/jun/HQ_04205_Transformation.html

At the time of this printing, NASA is undergoing a Transformation from Strategic Enterprises to a Mission Directorate-Driven Model. A brief description of the Mission Directorate organizational structure follows. .

The Mission Directorate organizational structure includes:

- *Aeronautics Research*: Research and develop aeronautical technologies for safe, reliable and efficient aviation systems
- *Science*: Carry out the scientific exploration of the Earth, Moon, Mars and beyond; chart the best route of discovery; and reap the benefits of Earth and space exploration for society. A combined organization is best able to establish an understanding of the Earth, other planets and their evolution, bring the lessons of our study of Earth to the exploration of the Solar System, and to assure the discoveries made here will enhance our work there



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- *Exploration Systems:* Develops capabilities and supporting research and technology that enable sustained and affordable human and robotic exploration; includes the biological and physical research necessary to ensure the health and safety of crew during long duration space flight
- *Space Operations:* Direct space flight operations, space launches and space communications, as well as the operation of integrated systems in low-Earth orbit and beyond

Two agency-wide priorities will continue with direct responsibility for all related activities across NASA.

- *Safety and Mission Assurance Officer:* Reports directly to the Administrator and reflects NASA's commitment to provide a clear and direct line to agency senior leadership for issues regarding safety
- *Chief Education Officer:* Directs the agency's important work to improve scientific and technological literacy and inspire a new generation of explorers

NASA functional offices will be restructured as Mission Support Offices. Headquarters and field center offices will be aligned to improve communications and responsibility.

The major Mission Support Offices are:

- *Chief Financial Officer (CFO):* Conducts all financial matters, including procurement and small and disadvantaged business activities. All field center financial officers report directly to the Headquarters CFO to better address critical financial issues
- *Associate Administrator for Institutions and Management:* Responsible for providing operational and management support for Headquarters; directs a full range of activities relating to personnel and institutional management across the agency
- *Chief Information Officer:* Responsible for the development of an integrated focus on information resource management strategies, policies and practices
- *Chief Engineer:* Ensures the development efforts and missions operations are being planned and conducted on a sound engineering basis; assures independent technical authority within the agency's engineering, operations and safety organizations
- *Chief of Strategic Communications:* Directs NASA's communication efforts in Public Affairs, Legislative Affairs and External Relations; responsible for internal communications management
- *General Counsel:* Responsible for the legal aspects of all NASA's activities; manages the agency's intellectual property and ethics programs

To improve the decision-making process, NASA will create:



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- *Strategic Planning Council*: Chaired by the NASA Administrator, the Council develops multi-year strategic plans, strategic roadmaps, and a multi-year detailed plan that forms the basis for policies and budgets
- *Director of Advanced Planning*: Responsible for the preparation of options, studies and assessments for the Strategic Planning Council
- *Chief Operating Officer Council*: Chaired by the Deputy Administrator, implements direction provided by the Strategic Planning Council and develops standard administrative practices to build on the President's Management Agenda

The Associate Deputy Administrator for Systems Integration is responsible for strategic and systems integration across Mission Directorates and mission support functions

The agency will also redefine its relationships with the NASA Field Centers by developing clear and straightforward lines of responsibility and accountability. Specific Mission Associate Administrators will be assigned as Headquarters Center Executives. They will have oversight of field center performance in implementing agency policies and programs. The Associate Administrator for Institutions and Management will address field center infrastructure concerns.

1.4) NASA Center Map

http://ehb2.gsfc.nasa.gov/gsrp/1998/solicit/pics/nasa_centers.gif

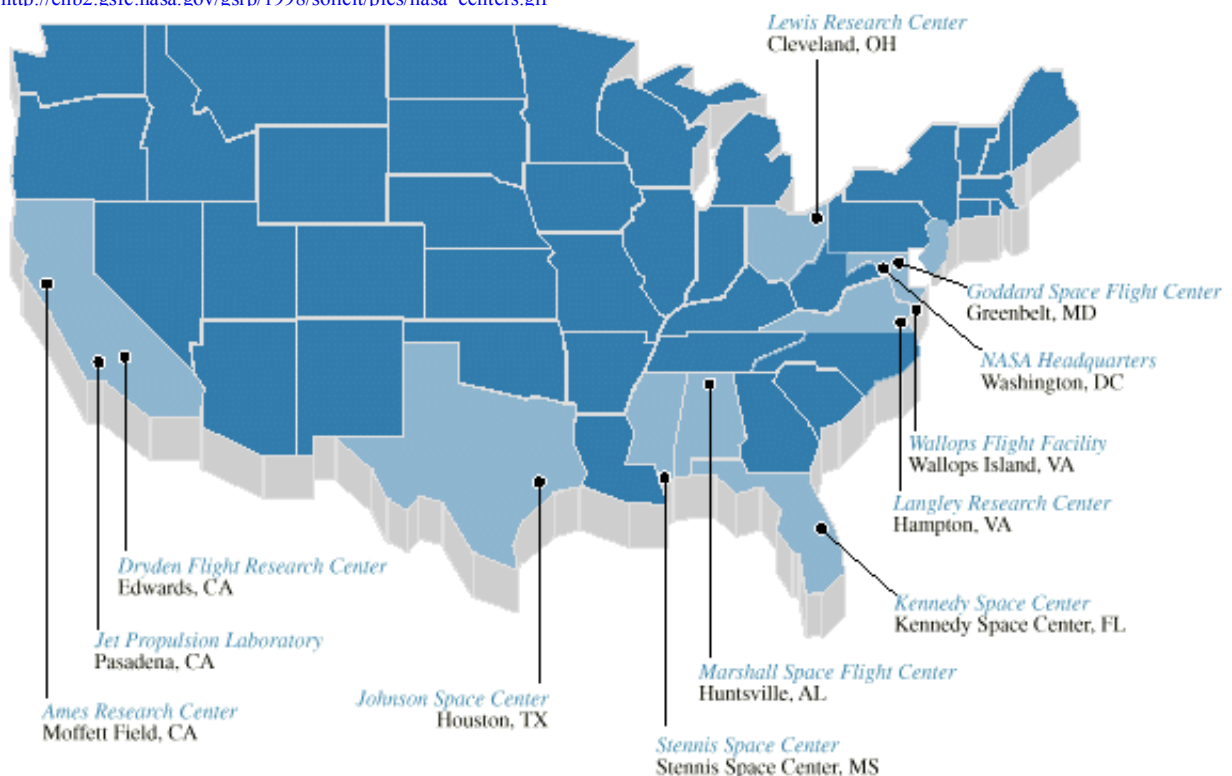


Figure 1.1 - NASA Centers and Facilities



1.5) NASA Organizational Chart

http://www.nasa.gov/pdf/61295main_org_chart_20040804.pdf

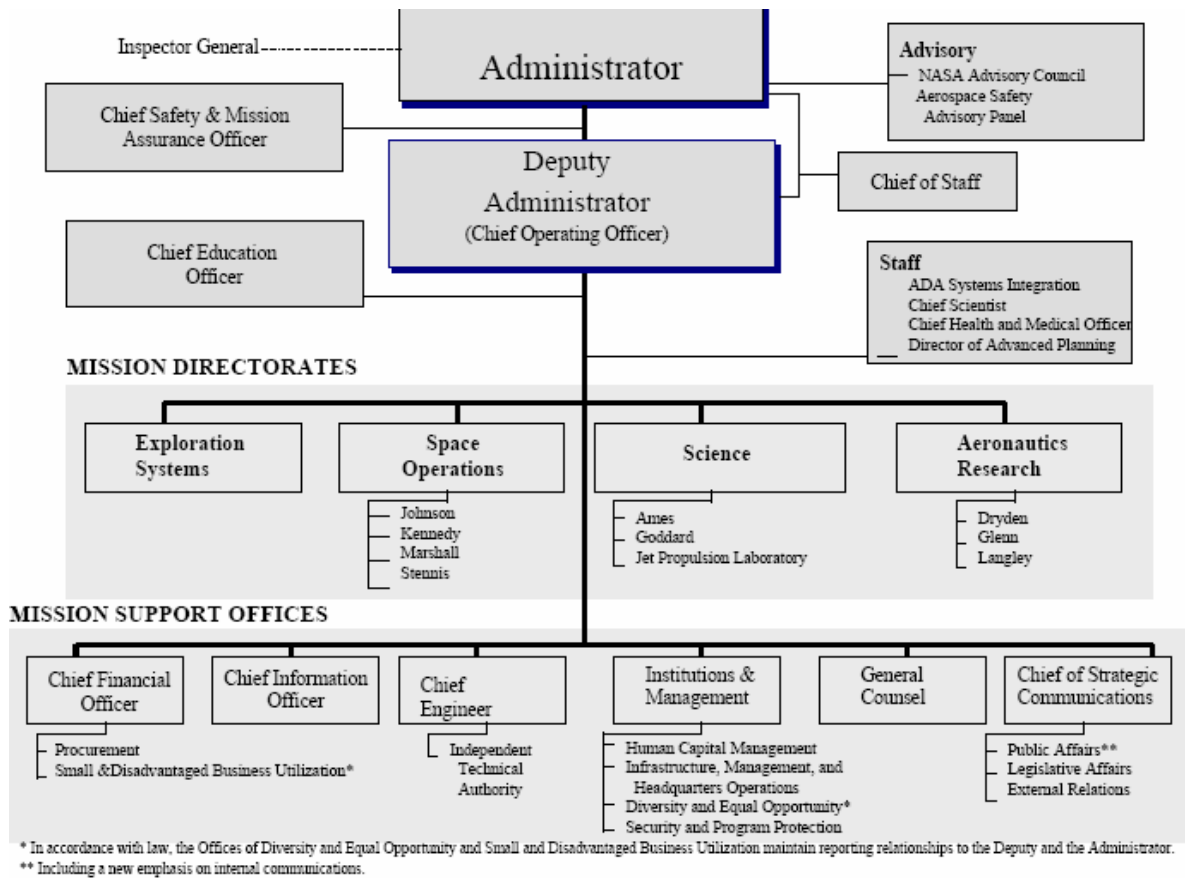


Figure 1.2 - NASA Organizational Chart

1.6) NASA Center Information

NASA Center descriptions obtained from

<http://www.nasa.gov/about/sites/index.html> and <http://www.vsgc.odu.edu/loc.htm>

1.6.1) NASA Headquarters

Washington, D.C.

[http:// www.hq.nasa.gov](http://www.hq.nasa.gov)

NASA Headquarters located in Washington, D.C., exercises management over the space flight centers, research centers, and other installations that constitute NASA.



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1.6.2) Ames Research Center

Mountain View, California

<http://www.arc.nasa.gov>

Ames Research Center conducts research activities, technology programs, and flight projects that advance the Nation's capabilities in civilian and military aeronautics, space sciences, and space applications. This diverse program at Ames is organized into aerospace, information sciences and technology, and astrobiology and space research. Ames is the NASA designated Center of Excellence for Information Technology and has Agency lead mission responsibility for Aviation Operations Systems and Astrobiology. Ames Research Center also has Lead Center program roles in Aviation System Capacity, Rotorcraft Technology, High Performance Computing and Communications, Gravitational Biology and Ecology, Supercomputer Consolidation, Simulators and Aeronautics Computers. ARC is home to three national wind tunnel complexes, including the world's largest; several advanced flight simulators; a variety of supercomputers, including some of the world's fastest; a suite of centrifuges that serve as a national resource; and several unique aircraft used for rotorcraft flight research and as flying scientific laboratories. Ames has a wide variety of other facilities for life, Earth, and space science research.

1.6.3) Dryden Flight Research Center

Edwards, California

<http://www.dfrc.nasa.gov>

Dryden Flight Research Center is NASA's primary installation for flight research. DFRC's mission is to conduct safe and timely flight research for discovery, technology development, and technology transfer for U.S. Aeronautics and Space Preeminence. Projects over the past 50 years have lead to major advancements in the design and capabilities of many civilian and military aircraft. Other mission elements at Dryden include, aeronautical flight research in support of global civil aviation; revolutionary technology leaps, and access to space; support development and operations of the Space Shuttle and future access-to-space vehicles; conduct airborne science mission and flight operations; and develop piloted and uninhabited aircraft testbeds for research and science missions. Dryden is a backup landing site for the Space Shuttle program and is a facility to test and validate design concepts and systems used in development and operation of the orbiters.

1.6.4) Glenn Research Center

Cleveland, Ohio

<http://www.grc.nasa.gov>

Glenn Research Center's mission is to work as a team to develop and transfer critical technologies to aerospace and non-aerospace industries, universities, and government institutions. NASA has designated Glenn Research Center as its Lead Center for Aeropropulsion. GRC's role is to develop, verify, and transfer aeropropulsion



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technologies to U.S. industry. As NASA's designated Center of Excellence in Turbomachinery, Glenn's role is to develop new and innovative turbomachinery technology to improve the reliability and performance, efficiency and affordability, capacity, and environmental compatibility of future aerospace vehicles. GRC's other Aeronautics and Space Roles and Missions include: management of a broad array of aeronautics research and technology propulsion activities, including propulsion support technology and propulsion systems analysis; space applications involving power and on board propulsion, commercial communications, and launch vehicles; and microgravity research in the science disciplines of combustion science, fluids physics, and ground-based research.

1.6.5) Jet Propulsion Laboratory

Pasadena, California

<http://www.jpl.nasa.gov>

The primary role of the Jet Propulsion Laboratory within NASA is the exploration of the solar system, including planet Earth, by means of unmanned, autonomous spacecraft and instruments. JPL scientists, technologists, and engineers are engaged in Earth atmosphere and geosciences; oceanography; planetary studies (including asteroid and comet); and solar, interplanetary, interstellar, and astrophysical disciplines. Research opportunities exist in many of JPL's technical divisions. These technical divisions encompass almost all JPL engineering and science resources. Each technical division is concerned with the planning, design, development engineering, and implementation functions relevant to its discipline area. Fundamental to the structure of JPL is the cooperation among the functions of research, science, advanced technology, and engineering of these operating divisions. JPL is managed for NASA by the California Institute of Technology (Caltech).

1.6.6) Johnson Space Center

Houston, Texas

<http://www.jsc.nasa.gov>

The mission of the Johnson Space Center is the expansion of a human presence in space through exploration and utilization for the benefit of all. The Center also is responsible for leadership in the field of astromaterials. JSC is the Center of Excellence for Human Operations in Space. This means that JSC provides national leadership and technological preeminence in those capabilities and technologies that support human operations in space. Principal areas include: Human spacecraft and habitat design and development; human space life sciences; flight crew operations; mission operations and training; planetary surface systems for human operations; and astromaterials collections, curation, and analysis. JSC is the lead Center for the Space Shuttle Program, International Space Station Program, Space Operations, Biomedical Research and Countermeasures Program, and the Advanced Human Support Technology Program. Agency wide assignments include Extravehicular Activity (EVA), Robotics Technology Associated with Human Activities, Space Medicine, Technology Utilization on the International Space Station,



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and Exploration Mission Planning and Design. The White Sands Test Facility is also associated with Johnson Space Center (<http://www.wstlf.nasa.gov>)

1.6.7) Kennedy Space Center

Kennedy Space Center, Florida

<http://www.ksc.nasa.gov>

Kennedy Space Center is NASA's primary launch site. The Center is responsible for assuring that sound, safe, and efficient practices and processes are in place for launch site processing. KSC personnel contribute operational expertise to the design and development of new payloads and launch vehicles and partners with a wide range of entities to develop new technologies for future space initiatives. The Center's focus is shifting from primarily operations to research and development, and will cumulate in transition to a Spaceport Technology Center. The Spaceport Technology Center pillars are built around our Center of Excellence recognition in Launch and Launch Vehicle Processing Systems, Payload and Payload Carrier Processing Systems, and Landing and Recovery Systems.

1.6.8) Langley Research Center

Hampton, Virginia

<http://www.larc.nasa.gov>

Langley Research Center has been instrumental in shaping aerospace history for more than eight decades. Established in 1917 as the first national civil aeronautics laboratory, Langley has become a comprehensive, world-class center for aeronautics, atmospheric sciences, and space technology. LaRC's mission and contribution to the NASA vision is designed to enable U.S. leadership in aeronautics and space into the 21st century. Seventy percent of NASA Langley's effort is in aeronautics research, working to improve today's aircraft and to develop concepts for future aircraft. The Center's primary mission assignments are Airframe Systems and Atmospheric Sciences. Langley is also the Agency's Center of Excellence for structures and materials research as well as the Agency's focal point for wind tunnels and test facilities. The Center manages high-payoff Agency programs in aviation safety, airframe systems, high-speed research, and advanced subsonics. LaRC supports the Nation's space programs by conducting a dynamic program in atmospheric sciences, seeking a more detailed understanding of Earth's atmosphere. Langley researchers also develop technology for advanced space transportation systems and for small spacecraft and instruments. NASA Langley's research includes systems analysis/integration/assessment, aerodynamics, aerothermodynamics, hypersonic propulsion, structures, materials, atmospheric sciences and remote sensing, and airborne systems, including crew station design and integration.

1.6.9) Marshall Space Flight Center

Huntsville, Alabama

<http://www.mfsc.nasa.gov>



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Marshall Space Flight Center is the world leader in space propulsion and transportation systems. As NASA's Lead Center for Microgravity Research, Marshall will be at the forefront of that effort. Marshall has also led the way in developing the Chandra X-Ray Observatory. And the space optics center at Marshall is developing advanced optics manufacturing technologies that will enhance future space observatories. Today, Marshall's engineering and scientific achievements continue to offer a wealth of benefits here on Earth. Space science research managed at Marshall helps the industry create new medicines and medical procedures, manufacturing processes, and electronics and communications breakthroughs that are changing the lives of people all over the world. The Center's Earth Science studies are making important progress in studies of hurricane and tornado formation, mitigation of the phenomenon known as the urban heat island (extreme heat zones), and the use of remote sensing technology to aid farm productivity and identify outbreaks of disease.

1.6.10) Stennis Space Center

Stennis Space Center, Mississippi

<http://www.ssc.nasa.gov>

Stennis Space Center is NASA's primary center for testing and flight certifying rocket propulsion systems for the Space Shuttle and future generations of space vehicles. Because of its important role in engine testing for more than three decades, SSC has been designated NASA's Center of Excellence for rocket propulsion testing. Stennis also is NASA's lead center for rocket propulsion testing with total responsibility for conducting and/or managing all NASA propulsion test programs. Stennis Space Center tests all Space Shuttle Main Engines. These high-performance, liquid-fueled engines provide most of the total impulse needed during the shuttle's eight and one-half-minute-flight to orbit. All shuttle main engines must pass a series of test firings at SSC prior to being installed in the back of the orbiter. Stennis Space Center is also NASA's lead center for commercial remote sensing within the Earth Science Enterprise. As such, SSC works to assist companies involved in environmental consulting, land use planning, and natural resource management. Through these co-funded partnerships, companies use NASA-developed technology to develop information products. The Earth System Science Office (ESSO) conducts research related to biological, chemical, geological, and physical processes, as well as man's influence on these processes. This is done through the study of coastal processes (land and ocean) in support of NASA's Earth Science Enterprise. SSC is unique in that NASA serves as host to 22 other Federal and State agencies and university elements located at Stennis, including the U.S. Navy's world-class oceanographic and meteorological command.



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2) An Introduction to Goddard Space Flight Center (GSFC)

2.1) BACKGROUND: Who is Goddard? & Center History

Refer to the GSFC website About Goddard page for more information

<http://www.gsfc.nasa.gov/about.html>

http://www.gsfc.nasa.gov/gsfc/service/gallery/fact_sheets/general/goddard/goddard.htm

<http://www-istp.gsfc.nasa.gov/stargaze/Sgoddard.htm>

Who is Goddard?

The father of modern rocket propulsion is the American, Dr. Robert Hutchings Goddard. Along with Konstantin Eduardovich Tsiolkovsky of Russia and Hermann Oberth of Germany, Goddard envisioned the exploration of space. A physicist of great insight, Goddard also had a unique genius for invention.

By 1926, Goddard had constructed and tested successfully the first rocket using liquid fuel. Indeed, the flight of Goddard's rocket on March 16, 1926, at Auburn, Massachusetts, was a feat as epochal in history as that of the Wright brothers at Kitty Hawk. Yet, it was one of Goddard's "firsts" in the now booming significance of rocket propulsion in the fields of military missilery and the scientific exploration of space.



Primitive in their day as the achievement of the Wrights, Goddard's rockets made little impression upon government officials. Only through the modest subsidies of the Smithsonian Institution and the Daniel Guggenheim Foundation, as well as the leaves of absence granted him by Worcester Polytechnic Institute of Clark University, was Goddard able to sustain his lifetime of devoted research and testing. He worked for the U.S. Navy in both World Wars. Eighteen years after his successful demonstration at Auburn, Goddard's pioneering achievements came to life in the German V-2 ballistic missile.

Goddard first obtained public notice in 1907 in a cloud of smoke from a powder rocket fired in the basement of the physics building in Worcester Polytechnic Institute. School officials took an immediate interest in the work of student Goddard. They, to their credit, did not expel him. He thus began his lifetime of dedicated work.

In 1914, Goddard received two U.S. patents. One was for a rocket using liquid fuel. The other was for a two or three stage rocket using solid fuel.

At his own expense, he began to make systematic studies about propulsion provided by various types of gunpowder. His classic document was a study that he wrote in 1916 requesting funds of the Smithsonian Institution so that he could continue his research. This was later published along with his subsequent research and Navy work in a Smithsonian Miscellaneous Publication No. 2540 (January 1920). It was entitled "A Method of Reaching Extreme Altitudes." In this treatise, he detailed his search for



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methods of raising weather recording instruments higher than sounding balloons. In this search, as he related, he developed the mathematical theories of rocket propulsion.

Towards the end of his 1920 report, Goddard outlined the possibility of a rocket reaching the moon and exploding a load of flash powder there to mark its arrival. The bulk of his scientific report to the Smithsonian was a dry explanation of how he used the \$5000 grant in his research. Yet, the press picked up Goddard's scientific proposal about a rocket flight to the moon and erected a journalistic controversy concerning the feasibility of such a thing. Much ridicule came Goddard's way. And he reached firm convictions about the virtues of the press corps which he held for the rest of his life. Yet, several score of the 1750 copies of the 1920 Smithsonian report reached Europe. The German Rocket Society was formed in 1927, and the German Army began its rocket program in 1931. Goddard's greatest engineering contributions were made during his work in the 1920's and 1930's (see list of historic firsts). He received a total of \$10,000 from the Smithsonian by 1927, and through the personal efforts of Charles A. Lindbergh, he subsequently received financial support from the Daniel and Florence Guggenheim Foundation. Progress on all of his work was published in "Liquid Propellant Rocket Development," which was published by the Smithsonian in 1936.



Goddard's work largely anticipated in technical detail the later German V-2 missiles, including gyroscopic control, steering by means of vanes in the jet stream of the rocket motor, gimbal-steering, power-driven fuel pumps and other devices. His rocket flight in 1929 carried the first scientific payload, a barometer, and a camera. Goddard developed and demonstrated the basic idea of the "bazooka" two days before the Armistice in 1918 at the Aberdeen Proving Ground. His launching platform was a music rack. Dr. Clarence N. Hickman, a young Ph.D. from Clark University, worked with Goddard in 1918 and provided continuity to the research that produced the World War II

bazooka. In World War II, Goddard again offered his services and was assigned by the U.S. Navy to the development of practical jet assisted takeoff (JATO) and liquid propellant rocket motors capable of variable thrust. In both areas, he was successful. He died on August 10, 1945, four days after the first atomic bomb was dropped on Japan.

Goddard was the first scientist who not only realized the potentialities of missiles and space flight but also contributed directly in bringing them to practical realization. This rare talent in both creative science and practical engineering places Goddard well above the opposite numbers among the European rocket pioneers. The dedicated labors of this modest man went largely unrecognized in the United States until the dawn of what is now called the "space age." High honors and wide acclaim, belated but richly deserved, now come to the name of Robert H. Goddard.



On September 16, 1959, the 86th Congress authorized the issuance of a gold medal in the honor of Professor Robert H. Goddard.

In memory of the brilliant scientist, a major space science laboratory, NASA's Goddard Space Flight Center, Greenbelt, Maryland, was established on May 1, 1959.

*October 19, 1899, Goddard climbed into an old cherry tree to prune its dead branches.
Instead, he daydreamed:*

*“ as I looked toward the fields at the east, I imagined how wonderful it would be to make some device which had even the **possibility** of ascending to Mars, and how it would look on a small scale, if sent up from the meadow at my feet.”*

Center History:

Goddard's role as a leader in technology and science is as alive today as it was in 1959 when Explorer VI, under Goddard project management, provided the world with its first image of Earth from space.

Goddard is the lead Center in NASA's Earth Science Enterprise (ESE), which is NASA's long-term, coordinated research effort to study the Earth as a global environmental system. The Earth Observing System (EOS) is the centerpiece of the Enterprise and is managed by Goddard. EOS features a series of polar orbiting and low inclination satellites for global observations of the land surface, biosphere, solid Earth, atmospheres and oceans. The first EOS satellite, EOS Terra (formerly known as AM1), was launched in December 1999.

The end product of Earth Science Enterprise will be the ability to develop and implement environmental policies based on a better understanding of how our environment works. To develop that understanding, MTPE will rely on the EOS Data and Information System (EOSDIS). The EOSDIS has been designed to archive, manage and distribute MTPE data worldwide.

Goddard managed the highly successful first servicing mission of the Hubble Space Telescope (HST) in December 1993. The mission to correct the vision of the telescope's optical components was described as the most challenging satellite servicing mission NASA has ever attempted. The 11 day mission included five days of astronaut spacewalks to service the telescope in space. The second HST servicing mission is scheduled for 1997. Goddard is also the home of the Space Telescope Operations Control Center (STOCC). The STOCC is the nerve center for HST where all commands for the telescope originate. From this location, project managers and engineers control the observatory, retrieve data, and maintain an around-the-clock vigil of HST. The health and safety of HST, efficient operation and flight system engineering of the observatory also



are the responsibility of Goddard. The Space Telescope Science Institute, a user facility where the scientific observing program is formulated on behalf of the astronomical community, is likewise managed by Goddard.

Goddard is also responsible for the procurement, development and verification testing of the Geostationary Operational Environmental Satellite (GOES). GOES is a geostationary weather satellite system developed and launched by NASA for the National Oceanic and Atmospheric Administration (NOAA). The latest and most sophisticated satellite, GOES-L (11), was launched in May 2000. GOES provides atmospheric image, temperature and humidity profile, wind velocity data and severe storm coverage of the Earth's western hemisphere. NASA and NOAA are in a cooperative program to continue the GOES system with the launch of new generation GOES spacecraft throughout the decade.

2.2) Goddard's Mission, Vision, and Values

2.2.1) Vision

Refer to the GSFC Strategic Implementation Plan for more information
<http://www.gsfc.nasa.gov/GSFCStrategicImpPlan.pdf>

Shared image of the organization's future.

We revolutionize knowledge of the Earth and the universe through scientific discovery from space to enhance life on Earth.

2.2.2) Mission

Refer to the GSFC Strategic Implementation Plan for more information
<http://www.gsfc.nasa.gov/GSFCStrategicImpPlan.pdf>

Goddard Space Flight Center enables discovery through leadership in Earth and space science.

We serve the scientific community, inspire the Nation, foster education, and stimulate economic growth.

We partner with others to achieve NASA's goals.

We create technologies that support and advance these endeavors to take full advantage of doing research in space.

We accomplish this through innovation in all that we do.

2.2.3) Values

Refer to the GSFC Strategic Implementation Plan for more information
<http://www.gsfc.nasa.gov/GSFCStrategicImpPlan.pdf>



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We are dedicated to the values of Safety, The NASA Family, Excellence and Integrity. We aspire to achieve these values in everything we do. We commit ourselves to the hard work ahead to realize these values. Once we achieve them, we will be vigilant in upholding them.

We Value:

- **Safety** We are committed, individually and as a team, to protecting the safety and health of the public, our partners and those assets that the Nation entrusts to us. Safety is the cornerstone upon which we build mission success.
- **The NASA Family** We are a diverse team who are bound together in the most challenging and rewarding of endeavors. We respect each other, support each other, mourn together, celebrate together and dream together.
- **Excellence** We are committed to achieving the highest standards in engineering, science, management, and leadership as we pioneer the future. We thrive on new ideas, experiences and continuous learning. We are always rigorous in our operations. We demonstrate and communicate ingenuity and information.
- **Integrity** We embrace truthfulness and trust and have the moral courage and obligation to be open, honest and ethical in all that we do. We treat everyone with dignity and respect. We recognize our responsibility and are accountable for the most important work entrusted to us to better our society for future generations.

...which lead to mission success in our journey of exploration and discovery.

2.2.4) Commitment to Safety

Refer to the GSFC Strategic Implementation Plan for more information
<http://www.gsfc.nasa.gov/GSFCStrategicImpPlan.pdf>

We will not compromise the safety of the public or our employees in the conduct of our work.

The personal safety and security of all those associated with or potentially affected by Goddard's programs and activities are the cornerstone upon which we build success.

We will be active stewards in the use and protection of all resources and assets that NASA and this nation have entrusted to us.

2.3) Location

Refer to the GSFC website About Goddard page for more information
http://www.gsfc.nasa.gov/indepth/about_facilities.html



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NASA's Goddard Space Flight Center (GSFC) is located within the City of Greenbelt, Maryland, approximately 6.5 miles northeast of Washington, D. C. The suburban campus is situated approximately 1 mile northeast of the Capital Beltway/Interstate 495.

This NASA field center is a major U.S. laboratory for developing and operating unmanned scientific spacecraft. The Center manages many of NASA's Earth Observation, Astronomy, and Space Physics missions.

In addition to the Main Campus in Greenbelt, GSFC governs:

- GISS, Goddard Institute for Space Science, in New York City
Division of Earth Sciences Directorate
<http://www.giss.nasa.gov/about/>
- IV&V, Independent Verification and Validation Facility, West Virginia
Office of Safety and Mission Assurance
<http://www.ivv.nasa.gov/about/index.shtml>
- Wallops Island Flight Facility, Virginia Eastern Shore
Implementation & Management of Suborbital Missions
<http://www.wff.nasa.gov/>

2.4) Directorates

2.4.1) Overview¹

At Goddard, there are ten directorates (Code 110 to 900), under the Office of the Director (Code 100); refer to figure 2.1. Within each directorate are major sub-organizations identified as divisions, offices, laboratories, or projects. These in turn are divided into branches and sections. The numerical system is used primarily as an internal mail code and as a convenient means to identify each organizational segment. The following is an example of one such organization broken down into its components:

Directorate Name	Applied Engineering and Technology Directorate (AETD)	500 (<i>directorate is X00</i>)
Division within the Directorate	Mechanical Systems Division	540 (<i>division is XY0</i>)
Branch within the Division	Thermal Engineering Branch	545 (<i>branch is XYZ</i>)



2.4.2) Organizational Chart

<http://www.gsfc.nasa.gov/orgchart/ing> (Version August 2004)



GODDARD SPACE FLIGHT CENTER

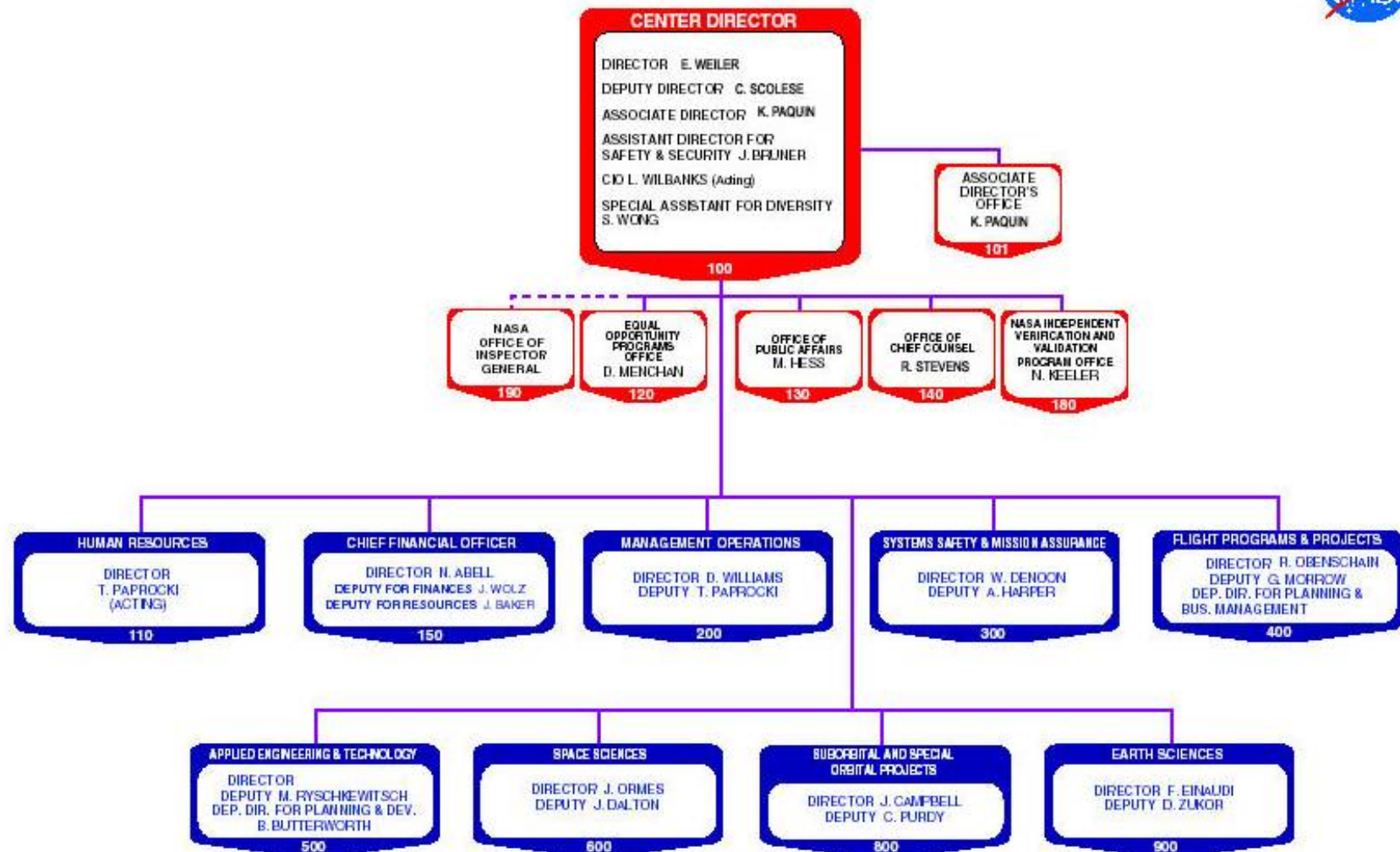


Figure 2.1 - GSFC Organizational Chart



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2.4.3) Summaries of Directorates¹

Refer to <http://ohr.gsfc.nasa.gov/orgmanual/> for more information on the divisions and branches in each directorate

Office of the Director Code 100	Provides overall management and coordinates control over the diversified activities of the Center. Coordinating the Center's space science program activities is the Associate Director for Space Science Programs. The office of Earth Science Systems Programs, coordinated by the Associate Director of Earth Science Systems Programs, will lead NASA in its goal to advance the understanding of the entire Earth system on a global scale. Supporting the Center's organizational and programmatic responsibilities are the Office of Human Resources, Office of the Chief Financial Officer, the Equal Opportunity Office, Chief Information Officer (CIO), Office of Public Affairs, and Office of Chief Counsel.
Office of Human Resources Code 110	Develops and administers programs and activities to serve the interests of management, employees, and the general public by promoting sound and enlightened human resources management and human resources development and utilization at the Goddard Space Flight Center.
Office of Equal Opportunities Programs Code 120	EEO is a concept that is rooted in the idea of creating an environment where each individual can fully participate in the activities of an organization to his or her greatest ability without facing unnecessary obstacles. Goddard Space Flight Center is committed to equal opportunity and appreciation of diversity through programs and activities that promote the sensitivity and accommodations of all people. <i>The strength at the core of a diverse workforce, is each individual's unique, yet equal, opportunity to succeed.</i>
Office of the Chief Financial Officer Code 150	The Office of the CFO provides leadership in the development, implementation and administration of Goddard's system of resources management and financial control. The Office of the CFO is the central focal point through which Center-level financial management and resources decisions are developed and executed activity.
Management Operations Directorate Code 200	Provides business and institutional support and services necessary for the successful accomplishment of the Center's Earth science, space science, and technology management actives.



**Office of System
Safety and Mission
Assurance
Code 300**

Responsible for safety, reliability and quality assurance programs to ensure flight mission success. This includes the control of electronic parts, materials and processes. The directorate also in responsible for independent design reviews of technical and flight safety aspects of spacecraft and instruments.

**Flight Programs and
Projects Directorate
Code 400**

Plans, organizes, and directs the management of the Center's major flight projects, new start studies, international projects, and the small, and medium class expendable launch vehicles.

**Applied Engineering
and Technology
Directorate
Code 500**

Provides discipline expertise for science conceptualization, end-to end mission development and space communications support. Develops advanced technology to meet current and future science needs.

**Space Sciences
Directorate
Code 600**

Plans, organizes, directs, and evaluates a broad spectrum of scientific research, both theoretical and experimental in the study of space phenomena. Provides scientific counsel to other directorates that are working on space science projects.

**Suborbital and
Special Orbital
Projects
Code 800**

Responsible for the overall management, operation and support of NASA's sounding rocket and balloon programs and the conduct of aeronautical research. This function is located primarily at the Wallops Flight Facility, Wallops Island, Virginia.

**Earth Sciences
Directorate
Code 900**

Conducts scientific studies in the Earth Sciences leading to a better understanding of processes affecting global change and the distribution of natural resources through research, development and application of Space technologies.



3) Help! Essential Information You Can Use to Navigate GSFC

3.1) Items of interest in GSFC buildings

A table containing items of interest in Goddard's buildings can be found on the following page. Codes or divisions who are Major Occupants of the buildings are *italicized*. This is by no means a comprehensive list of occupants. We welcome your feedback, please send additional occupant information to Betsy.Pugel@nasa.gov

For a map of the numbered Goddard buildings, refer to the hardcopy or the online copy of the Goddard Telephone directory at the following address:

<http://phonebook.gsfc.nasa.gov/PB2003.pdf> (Only accessible on-center)



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1	Code 110; Cafeteria, GEWA/WEMA Store, Post Office, ATM, Learning Center, OHR	26	Code 600
1A	Code 291	27	Code 200
2	Code 600; Laboratory for High Energy Astrophysics (660), Laboratory for Extraterrestrial Physics (690)	28	Code 900 Data Operations
3	Code 440; Auditorium	29	Code 500;Hubble Cleanroom
4	Code 200; Fabrication Facilities	30	Code 500; Detector Development Laboratory (553), Materials Engineering
5	Code 500; Machine Shop	31	Code 200; Power Plant and Substation
6	Code 400	32	Code 400; ATM
7	Code 500; Shuttle Mockup, Shake & Bake Testing	33	Code 900;Earth Sciences
8	Code 200; Auditorium, Center Administration, Equal Opportunity Program Offices	76	Code 600
9	Code 200; Main Security Gate	79	Code 200
10	Code 500	81	Code 200
11	Code 500; AETD Directorate Offices, Detector Systems (553), Flight Dynamics Analysis (595), Component Hardware Systems (596), Systems Engineering and Advanced Concepts (592)	83	Code 400
12	Code 400	84	Code 500
13	Code 400	86	Code 100
14	Code 428	87	Code 200
16	Code 400	88	Visitor Center
16W	Codes 200 & 400; Excess Warehouse, Shipping and Delivery	89	Ordinance Building
17	Code 200	90	Day Care Center
18	Code 200	91	Radio Club
19	Code 500	92	Barney and Bea Recreational Center
20	Code 500 Detector Characterization Laboratory (553)	93	Code 900
21	Code 600; Credit Union, Cafeteria, Library, ATM, Laboratory for Astronomy and Solar Physics (680)	94	Condemned Farm House (interesting trivia factoid!)
22	Code 900; ESTO, Office of the Chief Technologist, Technology Transfer, Office of Patent Counsel	95	Auto Club
23	Code 500	97	Health Unit and Fitness Center
24	Code 200 Power Plant and Substation	99	Code 200 Trailer
25	Code 400		



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3.2) New Employee Essentials

3.2.1) Security Procedures/Background Check

Before a new employee arrives on center, security personnel, typically a week before the new employee's first day, get notification from OHR of the new arrival. A standard federal background check is conducted, fingerprints and references obtained and employee records are reviewed.

3.2.2) Phone Information

- Toll Free Phone mail Service: 1-877-776-4117
- For Telephone repairs dial 6-5046
- For Internal calls: Dial 6 + 4-digit extension or 4 + 4-digit extension
- For calls to Wallops: Dial 7 + 4-digit extension
- For local calls outside of GSFC: Dial 9 + 10-digit number
- For long distance calls: Dial 9 + 1 + Area Code + 7-digit number
- For the complete Siemens Quick Reference Guide go to the following web address:
<http://code294.gsfc.nasa.gov/Entry-Basic.pdf>

3.2.3) Badge/Key Requests

There are two types of key requests: one for a key to the door and one for the key card reader for the key carded labs.

Physical keys for doors require a white key request card with the appropriate signatures.

Key cards require an employee to have a picture ID badge for this request. Temporary employees are not allowed to get a key card.

Assist dogs must be issued badges and wear badges on Center.

3.2.4) WEBTADS

Refer to the WebTADS Online Support and GSFC WebTADS website for more information
<https://webtads.nasa.gov/help/general/home.htm> and <http://webtads.gsfc.nasa.gov/>

WebTADS is written in Java and uses Java Servlets to create the timesheet views, point-of-contact and approver functions, payroll operations, and administrative functions. The system is designed to interface to the legacy payroll systems (NPPS) and labor systems of the centers. The features of the system are below:

- Supports Agency-standard policies for time and attendance
- Allows access from "anywhere" via Explorer or Netscape



- Provides Payroll with the ability to communicate information quickly to all employees
- Allows users to:
 - view leave balances online
 - view prior pay periods online (from go-live)
 - submit prior pay period adjustments (corrections) online up to 3 pay periods after the fact
 - submit leave requests online
 - submit overtime and comp time requests online
 - document additional information to their time submission

3.2.5) Quality Management System (QMS)

Refer to the GSFC QMS website for more information

<http://arioch.gsfc.nasa.gov/iso9000/index.htm> and http://arioch.gsfc.nasa.gov/iso9000/documents/GPG_1280_1.pdf

The GSFC Quality manual and supporting QMS directives and procedures identify the QMS processes and their application throughout GSFC. The QMS provides a framework whereby the sequence and interaction of processes are defined and accomplished. The top-level directives established for the QMS are identified in the GSFC Quality Manual. These directives have been updated to conform to ISO 9001-2000. The GSFC Quality Manual also shows the correspondence between the ISO requirements and the Goddard Procedures and Guidelines (GPGs) that describe the GSFC processes.

3.2.6) Leave Descriptions¹

Refer to the NASA People website for more information

<http://nasapeople.nasa.gov/employeebenefits/leave/default.htm>

Annual Leave

Annual leave may be used for vacations, personal and emergency purposes. Employee's must notify their supervisors and get approval before annual leave can be taken. All leave is subject to supervisory approval. Absence Without Official Leave (AWOL) is any unauthorized absence from work. Remember, you must always obtain approval from your supervisor if you are unable to report or must be off from work. Refer to Figure 3.2 for annual leave accrual rates and Figure 3.3 for annual leave ceilings.

Holiday Leave

Employees in a pay status will be paid for the following federal holidays:

New Year's Day, Martin Luther King's Birthday, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving Day, and Christmas Day



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Employee Type	<i>Less than 3 years of service</i>	<i>3 years but less than 15 years of service</i>	<i>15 or more years of service</i>
Full-time employees	½ day (4 hours) for each pay period	¾ day (6 hours) for each pay period, except 1¼ day (10 hours) in last pay period	1 day (8 hours) for each pay period
Part-time employees	1 hour of annual leave for each 20 hours in a pay status	1 hour of annual leave for each 13 hours in a pay status	1 hour of annual leave for each 10 hours in a pay status
Uncommon tours of duty	(4 hours) times (average # of hours per biweekly pay period) divided by 80 = biweekly accrual rate.	(6 hours) times (average # of hours per biweekly pay period) divided by 80 = biweekly accrual rate.	(8 hours) times (average # of hours per biweekly pay period) divided by 80 = biweekly accrual rate.

Figure 3.2 – Leave Accrual Rates

Maximum Annual Leave That May be Carried Over into the New Leave Year	
Federal Employees Stationed within the United States	30 days
Federal Employees Stationed overseas	45 days
Members of the Senior Executive Service	90 days

Figure 3.3 – Annual Leave Ceilings

Sick Leave / Advanced Sick Leave

Employees in a pay status earn sick leave at the rate of 4 hours each pay period regardless of the amount of years in the government. Sick leave may be used for absences due to illness or visits to a doctor, as well as to take care of family members or bereavement. When sick leave is taken due to illness, employees should contact their supervisor in the morning on the first day of absence. Sick leave for medical, dental, or optical examinations should be requested in advance. If an employee transfers to or from GSFC to another NASA Center or Federal agency, all earned sick leave will be transferred. Upon separation from GSFC, employees are not entitled to any payment for unused sick leave.

At the discretion of the agency, a maximum of 30 days of sick leave may be advanced to an employee with a medical emergency or for purposes related to the adoption of a child. A maximum of 5 days of sick leave may be advanced for family care or bereavement purposes.

Court Leave

An employee is entitled to paid time off without charge to leave for service as a juror or witness. An employee is responsible for informing his or her supervisor if he or she is



excused from jury or witness service for 1 day or more or for a substantial part of a day. To avoid undue hardship, an agency may adjust the schedule of an employee who works nights or weekends and is called to jury duty. (If there is no jury/witness service, there is no court leave. The employee would be charged annual leave, sick leave, or leave without pay, as appropriate.)

Military Leave

An employee is entitled to time off at full pay for certain types of active or inactive duty in the National Guard or as a Reserve of the Armed Forces.

Other Types of Leave

Time Off Award Leave

Family Friendly Leave

Family Medical Leave

Leave for Donors (e.g. blood, organ, bone marrow)

Adoption

Leave Without Pay (LWOP)

Religious Leave

Absence Without Leave (AWOL, not acceptable!)\

3.2.7) NASA Personnel/Payroll System (NPPS)

Refer to the NPPS website for more information

<http://www1.msfc.nasa.gov/sesaas/npps/>

The NPPS provides administrative assistance for employee personnel and payroll processing and record keeping activities. The system allows users to accomplish data entry for required personnel action processing, view employee records, process payrolls, and select and schedule hard copy reports. NPPS also interfaces with the Consolidated Agency Personnel Payroll System (CAPPS) and Employee Express (EE).

The NPPS website also provides a sample paycheck and paycheck descriptions. The web addresses below will link directly to these documents:

<http://www1.msfc.nasa.gov/sesaas/npps/L&ENum.PDF>

<http://www1.msfc.nasa.gov/sesaas/npps/L&EDesc.PDF>

3.2.8) Employee Express

Refer to the NASA People's website for more information

<http://nasapeople.nasa.gov/employeebenefits/ee/default.htm>

Employee Express is the online service that allows NASA employees to make certain changes to their benefits and payroll information, 24 hours-a-day, 7 days-a-week. The following are the list of items you can change:

- Change your federal tax withholding
- Change your state tax withholding
- Arrange for Direct Deposit of your pay



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- Change your home address
- Set-up financial allotments
- Cancel your TSP participation
- Change your health coverage from family to self only
- Cancel health benefits plan
- Change your Employee Express Personnel Identification Number (PIN) number
- Sign up for or change allotments for Savings Bonds.

Once your PIN is received Employee Express can be accessed from the following website: <http://www.employeeexpress.gov/>

3.2.9) NASA Employees Benefit System (NEBS)

Refer to the NASA Employees Benefit System website for more information
<http://nasapeople.nasa.gov/NEBS/index.htm>

The NASA Employee Benefits System (NEBS) is your online source for information about your employee benefits. NEBS consists of four parts: Benefits & Pay website, online Benefits Handbook, online Benefits Statement, and your Benefits Counselor. Your Benefits Statement provided through NEBS is updated each pay period. Search the NEBS website for information about NEBS or request your Benefits Statement.

3.2.10) GSFC Snow Procedures

Refer to the GSFC (Greenbelt) Snow Plan website for more information
<http://gsfc-aphrodite.gsfc.nasa.gov/220/snow/snowplan.htm>

The Facilities Management Division updated the GSFC snow plan web site. The website includes operating status definitions, how the current operating status will be communicated, and links to weather forecasts.

To find out the center's current operating status at anytime call (301) 286-NEWS (6397). In the event of snow, www.gsfc.nasa.gov will also post current operating status on the left panel of this webpage.

To request information specific to physical disability snow procedures, contact Mr. Michael Hartmann in the Equal Opportunity Programs Office. Voice/TTY: (301) 285-5717.

3.2.11) Personnel Profiles

All GSFC employees have the ability to login to the Personnel Profiles page and obtain information about their GSFC work experience. Personnel Profiles' provides you with your grade, years at Goddard, awards earned, training completed, degrees earned, job title, and organization information.

Visit the following address for information on how to obtain your username & password or to log in with your assigned username & password:



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3.3) Employee Insurance and Retirement Information

3.3.1) Health Insurance Plan¹

The Federal Employees Health Benefits Program offers a wide range of insurance plans from which to choose.

The employee and the Government, as the employer, share the cost of the health benefits. The employee's share of the cost will be made through payroll deductions. Health insurance coverage will continue during non-pay status for up to 12 months in each calendar year; however, employees may elect to 1) pre-pay their cost of FEHB coverage 2) pay their share of the cost by making payments either while they are on LWOP or 3) when they return for another work tour. OHR will send information to your home address on file regarding your election options. If you elect to terminate your FEHB, it will be effective the pay period date after receipt of appropriate documentation. If you elect to continue your FEHB, you may coordinate with the Payroll Office to set up a payment schedule.

If a civil servant new employee elects not to enroll or cancels their health benefits, they must wait for an "open season," usually each November, to enroll or reacquire health benefits and must be in a pay status for it to become effective.

3.3.2) FEGLI Life Insurance Plan¹

Civil servant new employees are automatically covered under the Federal Employees' Group Life Insurance Program (FEGLI) upon appointment.

Civil servant new employees who do not wish to participate may waive coverage at any time; however, payroll deductions will continue until Standard Form 2817 has been submitted waiving the coverage. If employees waive the life insurance coverage, they will have to: 1) wait 1 year from the effective date of the waiver and also undergo a physical exam before reacquiring coverage; 2) have a qualifying life event, or; 3) open seasons not held annually.

The employee and the Government, as the employer, share the cost of the basic insurance. The employee must pay the entire cost of the optional insurance, since the Government does not contribute toward the cost of optional insurance. The employee's share of the cost will be made through payroll deductions. Civil servant new employees remain covered under the FEGLI without cost while in a non-pay status for up to 12 months; after 12 months, the insurance is cancelled.

3.3.3) NASA Employees Benefit Association (NEBA) Life Insurance Plan

Refer to the NEBA website for more information



The NASA Employees Benefit Association (NEBA) is an employee-operated association established in 1952 that exists for the sole purpose of providing low cost, high quality life insurance for you, the NASA employee or military detailee. Since NEBA is a not-for-profit organization, which is self-funded and is controlled by your fellow NASA employees.

NEBA, which pre-dates the Federal government's own Federal Employees Group Life Insurance (FGLI) program, has almost 7000 NASA employees currently enrolled. Each year NEBA pays almost \$1.5 million dollars to the beneficiaries of NASA employees. Alta Health currently administers "basic" group life insurance policies underwritten and funded by NEBA. NEBA "optional" insurance is underwritten and administered by Alta Health

The amount of life insurance available is based on annual earnings. The cost of the premiums is based on age and amount of insurance. Premiums may be paid through payroll deductions while in a work status, but must be paid quarterly while on leave-without-pay. Payment notices are mailed to home addresses.

3.3.4) Thrift Saving Plan¹

The Thrift Savings Plan (TSP) is a retirement savings and investment plan for Federal employees. Employees covered by the Federal Employees' Retirement System (FERS) and the Civil Service Retirement System (CSRS) can contribute to the TSP. The participations rules are different for FERS and CSRS employees. For further information contact the Benefits Officer at (301) 286-8208.

3.3.5) Retirement Counseling and Training

The GSFC Career Development & Employee Work life Office (Code 114) provides a wide array of consultation and data on retirement issues (Early Out, Optional, Disability, etc.) and benefits issues (Health Life, TSP, LTC, FSAs, etc). Contact and schedule a time with the respective contact person for the topic you wish to receive consultation in. Below is a listing of services and contact information:

Retirement & Benefits Contacts

Building 1/Room 127 & 140

Primary for Retirement: Janet Morgan, 301-286-4709

Alternate: Khrista White, 301-286-9059

Primary for Benefits: Nickeisha Hamilton, 301-286-8208

Alternate: Khrista White, 301-286-9059

Retirement Training: Odessia Becks, 301-286-5247



- Providing retirement counseling
- Providing benefits counseling
- Preparing annuity estimates
- Referring employee to Career counselors, COPE
- Informing employees on how to access the NASA Employee Benefits Statement and the NASA People website
- Providing information on Voluntary contributions, Post 56 Military Deposits, etc.
- Providing enrollment information for all benefits programs
- Providing retirement training for employees under both CRS and FERS in the areas of: Benefits, Thrift Savings Plan, life and health insurance, Social Security and Medicare, financial planning, legal and estate planning

3.4) Career Development

Refer to the OHR Career Development website for more information

<http://ohr.gsfc.nasa.gov/career/home.htm>

The Office of Human Resources (Code 110) supports the career development and training needs of all GSFC employees. Focusing on three key areas, career planning, career enrichment, and career transition, the Career Development Program is responsible for assisting each employee reach their full potential, while maximizing their contributions to GSFC.

3.4.1) Services Available

- Professional Development Center (Bldg 1, L104)
- Career Coaching (Individual and Group)
- Assessments and Skill Inventories
- Mission and Purpose Development
- Resumes (OF612, 171, NASA STARS) and Cover Letters
- Strategies for Building Networks for Professional Success
- Individual Development Planning (IDP) and Goal Setting
- Interviewing Techniques
- Proactive Job Search Techniques and Assistance
- Federal portfolio, KSAs (Knowledge, Skills and Abilities), and ECOs (Executive Core Qualifications)
- Work life/Balance Coaching/Referral
- Human Resources Management Services and Leadership and Organization Development Referrals

3.4.2) Technology Based Learning Program¹

The Technology Based Learning program provides a wide variety of individualized learning materials via the web, satellite, or the Learning Center in Building 1. Using audio, video and computer assisted training materials; learning opportunities are available



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to GSFC employees in computer, scientific, technical, human relations, language, math, management, and technical writing subjects.

Hours of Operation

Monday – Friday: 8:00 am – 5:00 pm

3.4.3) Professional Intern Program (PIP)

PIP is a developmental program designed to integrate new professional and professional-administrative employees into the Goddard workforce and to provide a foundation for their future career growth.

3.4.4) Mentoring Programs (MP)

All of the mentoring program coordinators are part of team known as the GSFC Mentoring Advisory Group Influencing Change (MAGIC). The purpose is to share knowledge and leverage resources ensuring that GSFC has the right people, positioned with the right skills at the right time. Each program targeted a special focus, but they all have in common some components that were identified by the GSFC MAGIC Team and listed below:

1. The purpose of the mentoring programs is to provide opportunities for all employees to benefit from mentoring partnerships.
2. There is a commitment from top management, Mentors, Mentees, and Program Coordinators to see the programs succeed.
3. The programs will provide structure to the mentoring relationship.
4. The programs will include continual monitoring and improvement to ensure quality and consistency.
5. Partnerships will engage in networking and career exploration opportunities.
6. Mentors will be trained in four core-mentoring competencies: Listening, Asking questions, Sharing experiences and Designing developmental experiences.
7. The Program Coordinators across the Center and at Headquarters will work collectively to share resources, ideas and mentors when appropriate. They will promote and support each other's mentoring activities.

The Mentoring programs that make up the MAGIC Team are provided below:

The Goddard Mentoring Program (Centerwide Program)

<http://ohr.gsfc.nasa.gov/DevGuide/DevPrograms/Mentor/mentor.htm>

Program Coordinator: Mark Goldman

The Goddard Mentoring program is designed to provide structured mentoring relationships throughout the Center (crosses GSFC program areas and functions)

Applied Engineering and Technology Directorate (AETD) Minority Career



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Mentoring Program (MCMP)

Program Coordinators: Dennis Small and Cindi Adams

Although open to all, the AETD MCMP is designed to support women and minorities and develop strategic one-to-one mentoring relationships.

AETD Systems Engineering Educational Development (SEED) Program

Program Coordinator: Carolyn Casey

This program is designed to support the development of systems engineers and participants are selected to participate in this program.

NASA Flight Programs and Project Directorate (FPPD) Mentoring Program

<http://fpd.gsfc.nasa.gov/cd/mentors.html>

Program Coordinators: Terri Yancy and Julia Knight

This program addresses the special needs of the project management community. The program is designed to facilitate voluntary formal mentoring relationships within the project management community.

Code 210 Mentoring Activity

Program Coordinator: Karen Weaver

This program addresses the needs of Code 210 and provides informal structure for supporting mentoring within the procurement community.

3.4.5) Additional OHR Sponsored programs

- Undergraduate Study Program (US)
- Part-time Graduate Study Program (PTGS)
- Research and Study Fellowship Program (RSFP)
- Secretarial/Clerical Training Program (SCTP)
- Leadership and Management Development Training

For additional information please contact

Nicole Richmond 301-286-5757

Tracey White 301-286-7823

Career Coaches 301-286-5794

3.5) Housing search resources

As a new employee obtaining housing in the Washington metro and surrounding areas, it can be hard to sift through the massive amounts of information dealing with housing.

NEWB has some tips and useful links below:

Disclaimer: The housing facilities resources included are just a sample of what is available in the area. It is not our intent to recommend these establishments to the exclusion of others. NASA, AETD, its officers, agents and employees disclaims any liability whatsoever for any information, documentation, or other material contained or which



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may become a part of this list of resources as delivered in this handbook or on the NEWB website, and does not guarantee that the information will be suitable to the User. The User is hereby put on notice that by accessing and using the information, the user assumes the risk that the information may not meet the needs and requirements of the user. Therefore the entire risk as to use of the information contained in this handbook and Web Page is assumed by the User. By using this handbook and the Web Page, user agrees to accept the terms of the disclaimer and is aware that other resources may exist beyond those posted here.

Helpful Suggestions and Hints

- If at all possible, make a trip to check all the apartments you are considering well in advance of your start day
- Using the Internet is a great resource but just remember that apartment complex advertising will not openly list all the things that are wrong with their complex.
- Ask around to hear people's opinions of neighborhood you are considering. (A good place to start asking are the people in your branch)
- Several Goddard employees advertise for sublets in the GEWA newsletter. (The GEWA newsletter, which is on the GEWA web site, isn't available off center. The best thing to do is to ask someone in Goddard to send you a copy of the housing section in the GEWA newsletter)

Apartment Rating Services (Free services)

- Brief comments and ratings made by tenants about their apartment complex experiences. Not all apartments have comments and ratings.
<http://www.apratings.com/>
- Site dealing with apartment rentals and other moving endeavors.
<http://www.homestore.com>
- Work with a representative near the area in order to find a housing match that you are satisfied with.
<http://www.relocationcentral.com>

3.6) Transportation resources

Refer to the Transportation Fare Benefit Program website for more information
http://lmd.gsfc.nasa.gov/234/mtbp/mass_transit_benefit_program.htm

3.6.1) Mass Transit Benefit Program

GSFC Civil Service employees are eligible to participate in a mass transit subsidy called the NASA Transportation Fringe Benefit Program (TFBP), effective October 1, 2000. The Logistics Management Division, Code 230, manages the TFBP. Under this program, participating employees can receive "transit passes" in amounts equal to personal commuting costs, not to exceed \$100/month. This benefit applies to both mass transit and authorized vanpools. The TFBP does not include carpools. The transit passes are in the form of Metrocheks issued by the Washington Metropolitan Area Transit Authority (WMATA). They can be used on the Metrorail system or can be used as a cash equivalent to purchase other fare media such as bus or train tickets (e.g., MARC). They can also be used to reimburse the driver of an authorized vanpool.



Distribution of the Metrocheks is through the GEWA Store located in Building 1. Employees can pick up their monthly Metrocheks after identity verification using their government identification badges at the ticket desk in the GEWA Store.

Those interested in participating in the TFBP, should fill out the application at the address below and submit it to Code 234, Building 27, for processing.

TFBP Application form

http://lmd.gsfc.nasa.gov/234/mtbp/mtbp_application.htm

3.6.2) On-Center Transportation

- Goddard Taxi Service Program Information ext. 6-6225
- Goddard Taxi Service Request (on-center service): ext. 4-TAXI (4-8294), hearing impaired may contact Ronnie at 6-6977.
- Goddard Shuttle to NASA Headquarters

Note: The Goddard Taxi Service and Shuttle are wheelchair accessible

3.6.3) Off Center Transit Links

- Carpooling:
<http://www.mwcog.org/commuter/Bdy-Carpool.html>
- Guaranteed Ride Home:
<http://www.mwcog.org/commuter/Bdy-Grh.html>
- Vanpooling:
<http://www.mwcog.org/commuter/Bdy-Vanpool.html>
- Washington Metropolitan Area Transit Authority (WMATA):
<http://www.wmata.com/>
- WMATA Greenbelt Line Timetable:
<http://www.wmata.com/timetables/md/T15-16-17.pdf>
- Prince George's County *THE BUS*:
<http://www.co.pg.md.us/SubSites/dpwt/transit/thebus/routes.html>
- Commuter Connections:
<http://www.mwcog.org/commuter/Bdy-About.html>
- Maryland Rail Commuter Service (MARC):
http://www.mta.com/schedules/marc/marc_schedule.cfm
- Virginia Railway Express (VRE):
<http://www.vre.org>

3.7) Cafeterias¹

Refer to the GSFC Intranet Cafeteria website for more information

<http://internal.gsfc.nasa.gov/cafe/> (Dead Link)

There are three cafeterias on the Greenbelt Site located in Building 1, 21 and 33. They offer a variety of sandwiches, soups, chips, sodas, ice cream, and plate lunches. For the menu of the day, dial extension 6-4899 or 6-5078 (TDD)



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Hours of Operation

Monday through Friday: 7:15 am – 9:30AM and 11:00AM - 2:00 pm (Grill closed from 9:30 am – 11:00 am, but incidentals are available during this time.)

3.8) Goddard Opportunities Bulletin Board System (GOBBS)

Refer to the GOBBS website for more information

<http://gobbs.gsfc.nasa.gov/>

GOBBS is used to notify Goddard Civil Servant employees about short-term opportunities and details across the Center.

Opportunities range from requests for volunteers to support Center-wide activities such as Goddard Day and the Combined Federal Campaign to short-term job details to reassignment opportunities for organizations and projects.

By applying for opportunities through GOBBS, employees are automatically placed on a list of applicants to be considered for the opportunity.

3.9) Goddard Employees Welfare Association (GEWA) ¹

Refer to the GSFC GEWA website for more information

<http://gewa.gsfc.nasa.gov/>

The Goddard Employees Welfare Association (GEWA) encourages and supports the organization of group activities and functions at the Goddard Space Flight Center dedicated to social, athletic, educational, cultural, and welfare interests of its members. GEWA provides services and facilities for the benefit of employees of NASA/GSFC-Greenbelt and their families. It supports numerous clubs and activities.

3.9.1) GEWA Store

Next to the cafeteria in Building 1 is the Goddard Employees Welfare Association (GEWA) store where employees may purchase gifts, NASA mementos, discount tickets to area activities, etc. Discount sales, books, jewelry, souvenirs, flowers, are also a large part of its service. No sales tax is charged on any merchandise.

Hours of Operation

Monday – Friday: 8:00 am to 4:30 pm



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3.9.2) GEWA Clubs

Advisory Committee on Asian & Pacific American Employees Aerobic Fitness Club African Development & Technology Club Amateur Radio Club Archery Club Art Club Art of Living Club Asian Indian Association Astronomy Club Auto Tech Center Basketball League Bible Club Blacks in Government Bowling Men's League Child Development Center Chinese American Club Conservation Club Cuong Nhu Karate Club Dance Club Explorers Club Flying Club Garden Club Hispanic Heritage Club	Islamic Study Group Model Aircraft Club Muscle and Fitness Club Music & Drama Club Orbital Club Photo Club Retirees & Alumni Association Running & Orienteering Sailing Club Sea Venturers (Scuba) Club Ski Club Slow Pitch Softball Association Soccer League Sport fishing club Sportsman Club Stamp Club Table Tennis Club Tae Kwon Do Club Tennis Club Toastmasters Club Ultimate Frisbee Club Mixed Volleyball League Yoga Club
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Figure 3.4 - GEWA Club List

3.9.3) Barney & Bea Recreation Center¹

The Barney & Bea Recreation Center (Rec Center) at Greenbelt is located near Goddard's antenna range. It is a winterized pavilion with kitchens and barbecue pit and is available to all employees for work-related functions of Goddard organizational elements such as section, branch, and division parties; functions related to GEWA support clubs; and retirement parties.

3.9.4) Goddard Child Development Center (Daycare)

Refer to the Goddard Child Development Center website for more information
<http://childcare.gsfc.nasa.gov>

The Goddard Child Development Center, Inc. (GCDC), is a preschool and kindergarten that provides full day care, is parent originated and parent administered, but without regular parent participation during the school day. The GCDC establishes an environment that stimulates a child to learn and to develop socially, intellectually, emotionally, and physically. The staff provides the support, encouragement, and individual attention necessary to allow each child to develop at their own rate.

The GCDC offers a child-centered, developmental program for approximately 122 children, from ages 24 months to Kindergarten. Parents and children are able to travel to



and from work together. Children bring their own lunches and the school provides milk for lunch plus a morning and afternoon snack.

The tuition for the 2002-2003 school year was \$158.00 per week per child for the 2-year-old group and \$133.00 per week per child for the three- and four-year-old groups and the kindergarten groups. Fees for the coming year are set at the annual membership meeting each June.

Hours of Operation

Monday - Friday: 7:15 am to 5:30 pm

3.10) On-Center Health Unit / Fitness Center¹

Refer to the WFF Health Line website for more health related information
http://www.wff.nasa.gov/~healthline/wff_health.html

The GSFC Health Unit located in Building 97 and is available to all employees for emergency treatment of illness or accidents. The GSFC Health Unit also provides an annual physical exam, which is usually scheduled some time near the employee's birthday. The Health Unit automatically schedules the appointments and informs the employee of the date and time. Employees not in the area at the time of their birthday should contact the Health Unit for rescheduling when they return.

The Fitness Facility, also in Building 97, offers an array of services that include fitness assessments, individual exercise programs, monitoring of blood pressure, body fat evaluations and special programs. In addition, the Fitness Facility features a variety of physical fitness equipment including Monarch bicycles, a cross-country ski machine, concept rowers, sit-up boards, treadmills, a Universal-type weight station, free-weights, and dumbbells.

The Fitness Facility is available to all Goddard employees who have had a stress test and physical examination within the prior 6 months. There is a MANDATORY physical exam that must be conducted by the GSFC Health Unit prior to use of the Fitness Facility. An abbreviated version of the Fitness Center's Registration Packet Checklist is located below:

- 1) Schedule your Physical Exam at NASA Health Unit at (301) 286-6666, or you may schedule your exam with your personal Physician.
- 2) Complete pages 1 & 2 of the Periodic Health Evaluation Form and bring your registration packet with you to your exam appointment.
- 3) A date between yourself and the physician will be picked in order to review your exam results and determine your medical clearance for the Fitness Center. .
- 4) Bring your signed medical clearance form to the fitness staff and you may schedule an appointment for a fitness assessment and a personalized exercise program.



- 5) Read and sign the Informed Consent for Exercise Program and give this to the fitness staff.
- 6) Complete the top portion of the FOH Fitness Evaluation Data Sheet and provide this to the fitness staff prior to your assessment.
- 7) Acquire login in order to start using Fitness Center. All members are required to login prior to using the fitness center.
- 8) Complete the Pre-Participation Questionnaire and return this to the fitness staff prior to your exercise program appointment.

Hours of Operation:

Monday - Friday: 6:00 am to 7:30 pm

Fitness Facility staff will provide assistance for people with disabilities. Future plans include the introduction of adaptive equipment.

3.11) GSFC Library¹

Refer to GSFC Library website for more information
<http://library.gsfc.nasa.gov/>

The Homer E. Newell Memorial Library, in Building 21, provides scientific and technological information gathered and recorded by NASA Headquarters, all NASA field installations, and contractors. The library is open to all employees for reference work and for circulation of materials. The GSFC library was the 2002 Federal Library of the Year.

NASA Civil Service employees, contractors, research associates, temporary staff, interns, retirees, and personnel defined as "other" authorized to work at GSFC are eligible for a Library Card.

The application for the GSFC Library Card can be found at the following link:

<http://library.gsfc.nasa.gov/Forms/LibCardApp/LibCardApp.htm>

Hours of Operation

Monday - Friday: 8:00 am to 5:00 pm

3.12) Credit Union¹

Refer to the NASA Federal Credit Union website for more information
<http://www.nasafcu.com>

NASA Credit Union membership is available to all GSFC employees. The Credit Union offers a full range of financial services such as checking accounts, saving accounts, and low-cost loans. The Credit Union is located in Building 21 right next door to the cafeteria (there are branch offices off-site in Annapolis, Bowie, Columbia, Greenbelt, HQ, and Wallops Island)

Hours of Operation

Monday - Friday: 7:30 am – 3:30 pm



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3.13) Visitor Center

Refer to the Goddard Visitor Center website for more information
<http://pao.gsfc.nasa.gov/vc/vc.htm>

The NASA Goddard Space Flight Center Visitor Center offers many unique programs, including tours, special events and presentations that highlight Goddard's contributions to America's Space Program. At the Visitor Center you can also hear world-renowned lectures, see exciting model rocket launches, and participate in one of their fun filled children's programs.

Hours of Operation

Monday - Friday: 9:00 am – 4:00 pm

3.14) Mailing Information

3.14.1) Post Office (On Center)

An on center post office is located in building 1 for standard mailing needs such as purchasing stamps, domestic mail delivery, and some express mail services.

Hours of Operation

Monday - Friday: 8:30 am – 2:00 pm

3.14.2) Internal Mail Pick-up and Delivery Schedule

Refer to GSFC's Online Phonebook for more information
<http://phonebook.gsfc.nasa.gov/>

Some GSFC buildings have 3 assorted color bags available for delivering mail. The meanings of the bag colors are as followed: **Grey** - Internal (GSFC Onsite), **Green** – External (Offsite), **Brown** – All NASA Centers (Including HQ and WFF).

Mail collected from GSFC buildings by 12:00 noon enters the USPS mail stream by Close of Business (COB) that same business day.

All properly addressed interoffice mail will be delivered to the addressee the next business day following the day of collection.

Mail addressed to HQ, collected during the morning mail run, will be placed on the afternoon shuttle (3:35 pm) to NASA HQ.

Mail Delivery Schedule:

Time	Building	Building	Time	Building	Building
7:50	27	23	9:35	9	18



8:05	32	22	9:50	1	19
8:20	79	16	10:00	2	20
8:25	33	16W	10:10	6	28
8:40	25	7/10/15	10:20	21	29
8:55	17	5	10:35	30	29A
9:05	12	4	10:50	11	88
9:15	3/13/14	90	11:00	26	86
9:25	8	97			

3.15) Presentations/Colloquiums

Refer to the GSFC Public Info website for locations, topics, and times
<http://pao.gsfc.nasa.gov/public.html>

Goddard hosts a wide range of speakers and presentations that cater to the diverse academic backgrounds that make up the center. It is very beneficial for new employees to take advantage of these extraordinary opportunities by attending these colloquiums/speakers.

3.16) NASA/GSFC Property Disposal

Refer to the Property Disposal website for locations, topics, and times
<http://lmd.gsfc.nasa.gov/code235/property/sales.html>

Government property may be sold to agency employees (including contractors) and the public sector. Sales of surplus government property are held in Building 16W (Excess Warehouse). The types of sales are Auctions, Sealed Bid, and Fixed Price (Retail).

- Buyers must be at least 18 years old and not be delinquent in the payment of any debt owed to the United States resulting from prior purchase of surplus personal property.
- Buyers will not be provided additional information (to that already located at the sales web site) concerning specific items for sale prior to the inspection period nor are they allowed to inspect items prior to the inspection period.
- Condition of the property is generally limited to statements of fact such as "unused" or "used" or "parts missing" or "wrecked" or "major components removed." Condition of property is not warranted. The government only warrants that the property will conform to its description.
- Buyers are responsible for transportation of their items. Sales support personnel will provide support in bringing a successful bidder's purchased equipment to the loading dock only.
- Forms of payment include cash, credit card (VISA and MasterCard), and money order.



- No refunds are allowed except in instances when the item has been incorrectly described.
- General and specific information regarding the schedule of upcoming sales, types of equipment being sold, and conditions applicable to the sale are available at the sales web site located at: <http://sales.gsfc.nasa.gov> or by calling the sales hotline number at (301) 286-5517.

For additional information please contact

Art Wade 301-286-8740
Sales Contracting Officer 301-286-1644 (Fax)

4) Mission Development Life Cycle and Formal Reviews

Refer to the Flight Dynamics Analysis Branch (FDAB) Attitude Handbook for more information

Although scientific missions vary significantly, the life cycle describing the development, test and flight phases remains very consistent. Part of this consistency is the normal practice of using formal reviews and program milestones. This section defines the mission “life cycle” in terms of the phasing and content of these reviews.

The life cycle of a typical mission includes the following phases, with associated reviews held as milestone events, or “gates”:

<u>Phase</u>	<u>Activity</u>	<u>Review Milestone</u>
Pre-Phase A	Feasibility Study	System Requirements Review
Phase A	Conceptual Design	System Concept Review
Phase B	Preliminary Design	Preliminary Design Review
Phase C	Detailed Design	Critical Design Review
Phase D	Fabrication, Integration & Test	Pre-Environment/Pre-Ship Review
	Mission Operation Preparation	Mission Operations/Flight Operations Review
Phase E	Operations	Launch Readiness Review

Detailed Guidelines and Procedures

Figure 4.1 shows how these reviews represent major milestones, or significant reference points, along the way in bringing a successful mission to pass.



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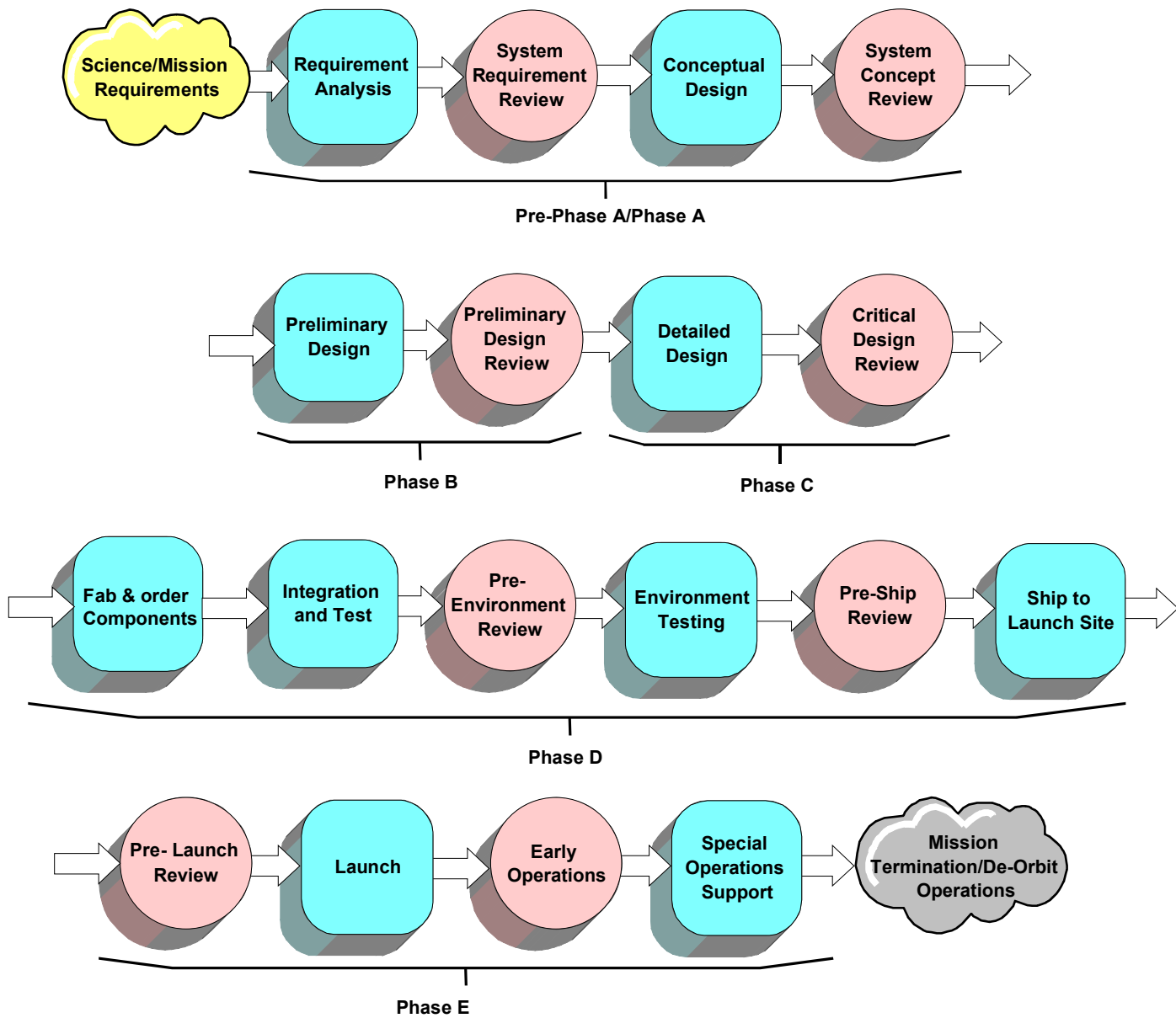
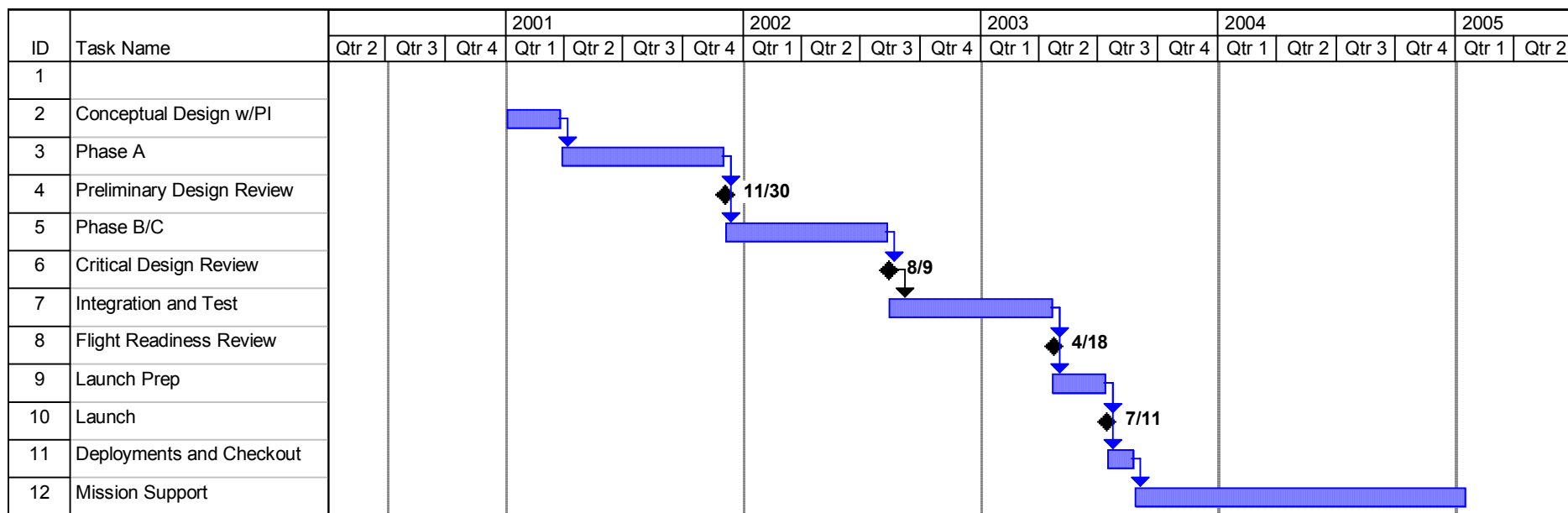


Figure 4.1 - ACS Life cycle.

Figure 4.2 shows a simple, notional schedule showing how the phases and reviews line up on a representative timeline. A typical mission life cycle, from start to finish, spans about three years in development and one to five years of mission operations, or science data collection.

Figure 4.2 - Hypothetical mission schedule.



5) Helpful Hints for Staying Healthy at Goddard

5.1) Computer Workstation Ergonomics

5.1.1) What is Ergonomics?

Ergonomics is the science that characterizes the effects of physical exertion on the human body. The practical application of ergonomics is the study of how working affects people.

5.1.2) Why is it important?

The ergonomics of computer workstations is important because improper setup or use can cause long-term musculoskeletal effects such as repetitive strain injuries (RSI's). RSI's of the upper extremities can cause recurring symptoms of numbness, tingling, or pain in the hand, wrist, elbow, shoulder, or neck. These injuries can be debilitating, and are generally preventable. For these reason, it is important to recognize the elements of workstation setup that can contribute to or cause RSI's, and make the necessary changes to help prevent their occurrence.

5.1.3) Recommendations

In setting up an individual computer workstation, there are six general components to consider. They include: chair, keyboard, mouse or other pointing device, computer monitor, lighting/environment, and special considerations. Refer to Figure 5.1 to see an illustration of a desirable computer workstation setup.



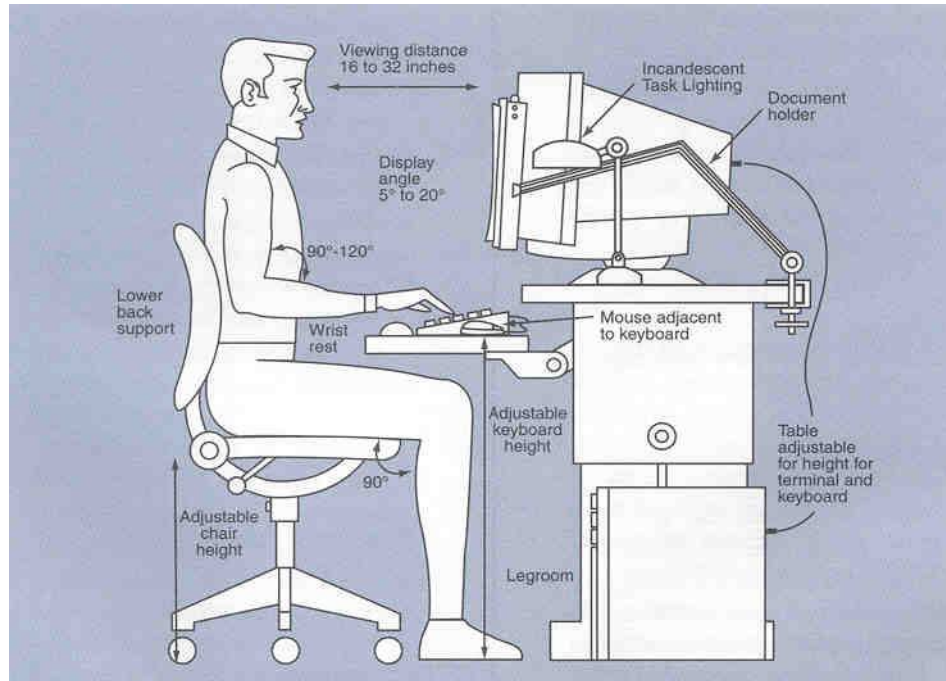


Figure 5.1 – Desirable computer workstation setup

It is important to note that simply having the proper workstation setup is not enough. The workstation equipment must be used as intended and in a sensible manner. Sensible use of the computer workstation includes taking breaks to get up and stretch, frequently focusing the eyes on objects farther away from the monitor screen, and exercising regularly to maintain sufficient upper body strength and mobility.

5.2) Employee Assistance Program (EAP)

There may come a time in your career at Goddard when you feel like you need to talk to someone confidentially about something in your work life or personal life. The Employee Assistance Program is one of the many great benefits that Goddard has to offer. It provides free, on-site confidential counseling about issues that you may have.

The contact person for EAP at Goddard is Christina Kominoth at 6-4600. EAP also offers a 24 toll-free line for assistance that you may call: 1-888-887-7997

Supervisors can utilize the EAP to gain an understanding of the psychiatric/cognitive/developmental disabilities of an employee.

5.3) Staying Healthy At Goddard: Some References

Maybe this is your first real job, or your first time away from home. On top of the work responsibilities that you may have, your health is a very important factor to maintaining excellence on the job and having a wonderful life.



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Links to general work-health issues: <http://ohp.nasa.gov//topics/index.html>

If you have basic questions on staying healthy, NASA HQ has a wonderful link to the Agency for Healthcare Research and Quality (AHRQ)'s "Pocket Guide to Good Health for Adults" at:
<http://www.ahrq.gov/ppip/adguide/>

They also have a specialized handbook for those who are 50 years and older available at:
www.ahrq.gov/ppip/50plus/index.html

Stressed? NASA generating an online training course for coping effectively with the stress in your life"
<http://ohp.nasa.gov/cope/begin.htm>

If you get the flu and you don't know what to do, they also have links to a nice flu/cold flowchart at:
<http://ohp.nasa.gov/employee/coldflu.html>



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New Employee Welcoming Board

Created & maintained by new employees for new employees

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Equal Opportunities Program Office

AETD Management and Staff

Daniel Krieger

Dillard Menchan

Cindi Adams

NEWB members



New Employee Welcoming Board
Created & maintained by new employees for new employees

Appendix B. Condensed Local Phone Directory (Voice and TTY-TTD)¹

	Voice	TTY
Cooperative Education Office	6-1340/6-9009	
Blood Donation	6-7409	
Cafeterias Bldg. 1	6-5078	6-5078
Bldg. 21	6-6730	
Menu Update	6-4899	
Credit Union	249-1800	390-4521
Dateline Goddard	6-4084	6-8955
Day Care	6-8588	
Emergencies	911	6-7211
Employee Assistance Program	6-6666	
Equal Opportunity Programs Office	6-7348	6-7348
Fitness Center	6-8404	
Gatehouse	6-7211	
GEWA Exchange	6-7405	
Goddard NEWS	6-7277	
GSFC Operator	0/6-2000	
Health Unit	6-6666	
Inspector General Office	6-6890	
Instructional TV System	6-7285	
Interpreter Office	6-8313	
Keys and Locks	6-3425	
Learning Center/ITC	6-7285	
Leave and Absences	6-8319	
Library	6-7218	6-7218
Life and Health Insurance	6-8208	
Lost and Found	6-8661	6-3787
Mail Services	6-5159	
NEBA	6-5494	
Payroll	6-5141	
PIP Coordinator	6-6153	
Post Office	6-2349	
Public Affairs Office	6-8955	
Recreation Center	6-8440	
Security	6-7233	6-8611
Snow Plan	6-2716	6-8526
Taxi Service	4-TAXI	301-246-8276
Thefts	6-8661	
Thrift Savings Plan	6-8208	
Training	6-9122	6-1972
Visitor's Center	6-8981	6-8981

